

Career Scope Framework

A Coached Employment & Career Development Model

2011

.....If more participants are connected to better-fit employment that provides them with sustainable income in occupations with the potential for career advancement, wage increases, and benefits overtime, families will be more likely to stay off of TANF and continue on a pathway towards self-sufficiency.

Background

Over the years, there have been a number of changes to the WorkFirst program, but the fundamental message has remained the same -- to help WorkFirst participants “get a job, get a better job, and get a better life.” With the signing of E2SHB 3141 on April 1, 2010, Governor Gregoire charged the WorkFirst SubCabinet to work with legislators and stakeholders to re-examine Washington’s WorkFirst Program and deliver recommendations on changes. These changes should *build on best practices and make the program more efficient, sustainable, and effective in helping WorkFirst families achieve stable employment so they can move out of poverty*. The WorkFirst Re-examination began in May 2010. The final report “*Resetting Washington’s WorkFirst for the 21st Century*” was delivered to the Governor in February 2011.

Redesigning WorkFirst Employment Services

In response to the Governor’s charge, Employment Security Department (ESD) decided to redesign employment services (Job Search) for WorkFirst participants. With the mounting costs of generational poverty and its long-term impacts to children, putting WorkFirst participants to work was no longer enough. A new approach to employment services was needed that built on lessons learned and shifted away from a traditional *one-size-fits-all* (transactional) approach to an *individualized* participant centered (transformational) approach. The goal would be to do more to engage participants in value added activities that meet them where they are and increase their likelihood of employment. In addition, we wanted to do more to stay connected with families over time to provide retention services and supports that would help move them out of poverty permanently. ESD will pilot *Career Scope* in six WorkSource offices beginning July 1, 2011.

What is Career Scope?

Career Scope is a four phased WorkFirst employment services and career development pathway that -

- ✓ Moves beyond getting a job to helping participants move forward on a pathway towards self-sufficiency.
- ✓ Focuses on value to the participant and meaningful engagement in activities that support skills development and employment.
- ✓ Utilizes proven engagement and career coaching techniques for more participant buy-in.
- ✓ Refines ‘work ready’ to focus on those participants most ready for employment as a next step.
- ✓ Provides individualized employment pathways to meet participants where they are – *Coach Assisted*, *Coach Supported*, and *Coach Supervised* work search services.
- ✓ Shifts service delivery away from a one-size-fits-all approach to an individualized approach with flexible options for engagement.
- ✓ Expands the use of up-front, strengths-based employment assessments to determine work readiness and career pathways.
- ✓ Focuses on the development of ‘employment assets’ to ensure participants are fully prepared and packaged to go to work.
- ✓ Utilizes *peer-to-peer networks* for added support.
- ✓ Connects participants to ‘better fit’ employment (expanding sectors and demand occupations, career ladders, benefits, and so on) through targeted job development, including on-the-job training.
- ✓ Expands skill development and online learning opportunities.
- ✓ Focuses on long-term connections with post TANF working families through optional ongoing retention and career development services.

How do WorkFirst Participants Get Connected with Career Scope?

DSHS case managers will discuss employment pathway activities that may be appropriate in helping the participant get ready to go to work. A Comprehensive Evaluation (CE) is conducted by the DSHS case manager to determine the participant's work readiness. Participants that meet the following work ready criteria may be referred to Career Scope.

New Career Scope 'Work Ready' Criteria

The new 'work ready' criteria provides more objective information for the DSHS case manager and the ESD WorkFirst staff to determine whether a participant is appropriate for Career Scope employment services.

Participants being referred to Career Scope need to have –

- ✓ Child care in place, including a back-up child care plan.
- ✓ Reliable transportation plan, including back-up transportation.
- ✓ A current Comprehensive Evaluation (CE) in eJAS.
- ✓ Picture ID and Social Security information **or** be able to obtain within the first 4 weeks of entering Career Scope.

Participants being referred to Career Scope need to be –

- ✓ Willing, able, and available to accept employment if offered – FT employment being the goal in helping move families toward self-sufficiency.
- ✓ Able to -
 - participate in Career Scope FT (32 - 40 hours per week **or** 20 hours per week for single parents with a school aged child under the age of 6) **or**
 - participate in Career Scope PT (a minimum of 10 hours per week) while completing the last 4 weeks of another work readiness activity (Commerce Programs, training, education, other).
 - participate as outlined in their Individual Responsibility Plan (IRP).
- ✓ Preferred, but not required – Have a high school diploma, GED **or** are enrolled in a GED program and making satisfactory progress.

Phase I – Orientation & Assessment (*career exploration & skills identification phase*)

Key Deliverables –

- ✓ *Work readiness criteria screening*
- ✓ *A WorkSource and Career Scope **Orientation***
- ✓ *Completion of a comprehensive **Employment Assessment** using specified instruments*
- ✓ ***Interpretation** of formal and informal assessment results*
- ✓ *Introduction to career exploration tools and resources*
- ✓ *Information on the local labor market to help identify a career pathway*
- ✓ *Development of a **Success Map** - including identification of short and long-term employment goals*
- ✓ *Overview and Expectations of Phase II – Asset Development*
- ✓ *Completion of a post orientation **Customer Service Satisfaction Survey***

Orientation & Assessment provides an opportunity for ESD to welcome WorkFirst participants to WorkSource and help them understand why work is important, what skills they can bring to the workplace, what kinds of jobs are available in the community, where they might fit in the local labor market, and how to achieve their long-term goals for self-sufficiency. Coaches provide Phase I activities in both group and one-on-one sessions. Activities could last up to five days and consists of two parts.

- ✓ **Step A.** – Complete an initial work readiness criteria screening. If appropriate for *Career Scope*, participants would continue to **Step B**, if not they would be referred back to DSHS with a recommendation for more appropriate activities.
- ✓ **Step B.** – Participants continuing in *Career Scope* will receive a WorkSource and WorkFirst *Career Scope* Orientation and complete additional ‘strengths based’ employment assessments, including interpretation of the results. In addition, participants will receive an introduction to career exploration tools and resources and learn more about the local labor market and career pathways. Coaches will work with participants to develop their Success Map. Once the Success Map and initial **Activity/Job Search Log** is complete, coaches will assist in the developing the participant’s initial **Activity Planner** and determine the next steps in the process. Depending on their work readiness, participants may move into Phase II or Phase III.

Note: At the conclusion of each phase in the model, coaches will provide general information regarding the participants ‘next steps’ and address any questions prior to referring them forward.

Phase II - Asset Development (*work search preparation phase*)

Key Deliverables –

- ✓ *Create and maintain an **Inventory of Employment Assets***
- ✓ *Identify and address employment barriers*
- ✓ *Develop **Employment Assets** or competencies*
- ✓ *Continue career exploration and updating of the **Success Map***
- ✓ *Develop a **Customized Employment Portfolio***
- ✓ *Participate in work readiness workshops and activities*
- ✓ *Introduce **skill development modules** – KeyTrain, Microsoft eLearning, computer basics*
- ✓ *Continue with other work readiness activities (example: GED preparation)*
- ✓ ***Evaluation of work search readiness***
- ✓ *Overview of Phase III and referral into **Employment Pathways***

Asset Development provides participants the time, tools, employment skills, resources and support necessary to prepare them to begin looking for work. The goal is to ensure each participant completes an individual set of activities based on their employment readiness prior to initiating their work search activities. Participants will create an Inventory of Employment Assets that captures the assets they have and the competencies they need to develop in order to be ready to look for work. Participants will engage in workshops, skill development activities, peer-to-peer networking, and individual exercises to address employment barriers. In addition,

participants will continue their career exploration process, update their Success Map, and develop a Customized Employment Portfolio to share with potential employers. Completed assets will be recorded in the Inventory of Employment Assets. Phase I and II activities are conducted in both group and one-on-one coaching sessions and could last up to three weeks.

Once all required assets have been completed and the Customized Employment Portfolio is developed, a determination will be made between the coach and participant on whether they are ready to move forward into Phase III.

Phase III – Employment Pathways (*work search phase*)

Key Deliverables -

- ✓ **One-on-one coaching sessions**
- ✓ **Minimum of 4th, 8th and 12th week evaluations**
- ✓ **On-going access to skill development modules** – KeyTrain, Microsoft eLearning, computer basics
- ✓ **Continue career exploration and updating of the Success Map**
- ✓ **Develop a weekly Activity Planner**
- ✓ **Participate in peer-to-peer activities**
- ✓ **Access to the WorkSource resource room and all available workshop and activities**
- ✓ **Local labor market information** tied to established career pathway
- ✓ **Job development** assistance – including WEX or OJT
- ✓ **Job referrals** based on established O*NET code
- ✓ **Updated Inventory of Employment Assets**
- ✓ **Access to Work Connections (job club) activities**
- ✓ **Overview of Phase IV and a Workers & Careers introduction**
- ✓ **Completion of the Career Scope - Employment Services Customer Satisfaction Survey**

Employment Pathways provide work ready participants the supports and resources they need to conduct a successful work search. There are three individualized employment tracks (Coach Assisted, Coach Supported, and Coach Supervised) designed to provide employment coaching support based on the participant's work search readiness.

- ✓ **Coach Assisted (Track A)** – for those participants who are fully capable of conducting independent work search activities and require minimal support to go to work.
- ✓ **Coach Supported (Track B)** – for those participants who are able to self-manage their work search activities and participate consistently with moderate support to go to work.
- ✓ **Coach Supervised (Track C)** – for those participants who require intensive coaching and support to conduct a successful work search and go to work.

Participants will be placed in an employment track at the completion of Phase II. The determination is made between the staff coach and the participant based on their demonstrated participation in previous activities and

their work search readiness. Participants may move between tracks as they progress in their work readiness with the coach's approval.

Coaches will work with the participant to develop their weekly Activity Planner based on their career goals and Success Map. Required activities will include participation in Work Connections (job club). Coaches will engage in meaningful conversations with participants during their scheduled coaching sessions. The coach's primary role is to provide one-on-one career coaching and support services in order to help the participant successfully go to work. Phase III activities may be conducted in group and one-on-one coaching sessions. Phase III could last up to nine weeks.

Phase IV - Workers & Careers *(post TANF employment and retention phase)*

Key Deliverables -

- ✓ *On-going career coaching and support*
- ✓ *Access to skill development opportunities through WorkSource*
- ✓ *Referrals to post-employment training opportunities*
- ✓ *Connections to community resources*
- ✓ *Access to ongoing **peer-to-peer activities***
- ✓ *Support to update their **Employment Assets Inventory***
- ✓ *Career and wage progression opportunities*
- ✓ *Job referrals*

Workers & Careers provides a voluntary, post TANF employment support. The services are available up to one year for participants who have gone to work and have exited TANF. The goal for this phase of Career Scope is to stay connected with working participants for ongoing job retention support, wage progression, career advising, and connections to skill development and training opportunities. Participants will stay connected to their coach over the phone, through e-mail, or through one-on-one in person coaching sessions.

Participants will be encouraged to develop an income and resource plan to help them understand how to budget their employment income and determine what additional resources or supports they need to progress on a pathway towards self-sufficiency. They will be invited to stay connected to Career Scope to share their success stories and provide peer-to-peer support to WorkFirst participants through activities like job clubs, and orientations to motivate others to go to work. Participants would be encouraged to continue to access WorkSource for additional skill development and eLearning opportunities. Participants would be able to continue updating their Employment Assets Inventory as additional competencies are achieved including skill gains and work experience. Coaches and participants would have scheduled check-in's every 30-60-90-120 days and 1 year point. Phase IV could last up to one year once the participant has gone to work.

Note: Workers & Careers builds on lessons learned from the success of the WorkFirst Career Services Program.

How will we know the value of Career Scope to Participants?

Career Scope shifts employment service delivery to a model that puts the focus on engaging participants differently in their career exploration, work preparation, job development and work search process for greater employment success.

Participants will –

- ✓ *be 'work ready' when they are referred*
- ✓ *be fully assessed and have a plan on how to accomplish short and long-term career goals*
- ✓ *receive an individualized employment readiness experience*
- ✓ *acquire skills necessary to independently seek employment in the future*
- ✓ *learn how to use assessment tools and labor market information to make career and training choices*
- ✓ *be more engaged in their career exploration and employment success*
- ✓ *receive coaching and supports that 'meet them where they are' in preparing for work*
- ✓ *acquire employment skills through eLearning modules as part of the work readiness activities*
- ✓ *be connected to 'better fit' employment opportunities*
- ✓ *have access to peer-to-peer activities for peer exchange, mentoring and support*
- ✓ *have access to post TANF employment retention services*